

U.S. Department of Transportation

The Coast Guard Reservist

May - June 1981



Cuban ops questionnaire
See last page

Admiral's corner

This month, I'd like to share with you a statement I gave before the House of Representatives Armed Services Committee, Subcommittee on Military Personnel and Compensation. It is, I believe, an accurate analysis of where we are and where we must go in the Coast Guard Reserve.

Mr. Chairman and members of the Committee, I am Rear Admiral Vaughn, Chief of the Office of Reserve of the U.S. Coast Guard. It is my pleasure to appear before you today to speak in behalf of the Coast Guard's Selected Reserve Strength Authorization Request.

The proposal before you is for an average annual strength of 11,700 for the Coast Guard's Selected Reserve during fiscal year 1982. I would point out that this is the same level as that authorized for the previous fiscal years of 1975 through 1981.

The objective of the Coast Guard Reserve is to maintain a trained manpower pool capable of meeting established personnel requirements upon full mobilization. The Coast Guard is a unique element in our defense system. During peacetime, it operates under the cognizance of the Department of Transportation, but in time of war or when directed by the President, it comes under the Department of the Navy. As with other Reserve components, the Coast Guard Reserve mission is to provide trained personnel for active duty in time of war or national emergency.

Coast Guard mission assignments during these times stem from two major sources. First are the statutory missions assigned to the Coast Guard by law, such as the safety of the nation's ports and waterways, maritime law enforcement, search and rescue, commercial vessel safety, and polar and domestic icebreaking. Most of these activities would continue during war at an increased level. Some, such as port safety, would expand dramatically because of the need to protect the nation's ports and waterways. The other sources of mission assignments are the plans developed by the Joint Chiefs of Staff and assigned to the U.S. Navy. The Navy, in turn, reassigns some of these missions to the Coast Guard. They include such duties as inshore undersea warfare, anti-submarine warfare, military search and rescue, and port safety, including controlling access to critical waterfront facilities, harbor security, and bridge, lock and dam protection.

The training program for the Coast Guard Reserve is increasingly directed at developing skills with which to carry out these duties. Training time is used in two distinct modes. Approximately two-thirds is devoted to augmentation training. In this mode, reservists train at an active Coast Guard unit, performing many of the same or similar duties and using the same or similar equipment that they would be using upon mobilization. The other third of training time is spent in

Front cover—This artist's rendition of a lifesaving station is typical of stations along the Outer Banks of the Eastern seaboard around the turn of the century. Sketch by PA1 Steve Rogers, USCGR.

THE COAST GUARD RESERVIST is published bi-monthly by the Commandant of the United States Coast Guard.

ADMIRAL J.B. Hayes
Commandant, U.S. Coast Guard

REAR ADMIRAL Sidney B. Vaughn, Jr.
Chief, Office of Reserve

LT(jg) Kim Pickens
Editor

YN2 Mary Millard
Typist

This material is printed as information only and is not authority for action.

Members of the Coast Guard Reserve are invited to submit articles, photographs and artwork to the editor for possible publication. By-lines will be given.

Inquiries concerning the Coast Guard Reserve should be addressed to:

Commandant, U.S. Coast Guard (G-R-1)
Washington, D.C. 20593

phone 202-426-2350 (FTS 426-2350)

CG-288

formal training. This includes specific skill and technical training, helping to bridge the gap between peacetime and wartime missions.

The effect of the augmentation mode of training was graphically demonstrated in 1980 when our active Coast Guard resources were strained by the demands of the Cuban Refugee Operations in the Florida Straits. Under the authority of Section 712, Title 14 United States Code, a law unique to the Coast Guard, the President may call Coast Guard reservists to involuntary duty to augment regular, active duty Coast Guard forces during a time of serious natural or manmade disaster. Between June 3, 1980, when the President approved such an involuntary recall of Coast Guard reservists, and September 30, 1980, when Reserve participation was officially terminated, over 1800 individual Coast Guard reservists, voluntary and involuntary, augmented active Coast Guard forces in meeting this crisis. The magnitude of the response in terms of personnel and material, and the tactical success of our mobilization process in our country's humanitarian effort are most gratifying. The uniqueness of our mission in relation to other Reserve components afforded us an opportunity to reacquaint the American public with the Coast Guard and Coast Guard Reserve; to exercise our mobilization "machinery;" and to visibly demonstrate our readiness to respond to a national crisis in a non-combat environment. We feel that the response of our reservists to this call and their outstanding performance of duty has proven the effectiveness of our Reserve training program.

The Coast Guard Reserve maintained an average end strength in our Selected Reserve of 11,713 for fiscal year 1980. We feel this was the result of several variables such as an improved perception of the military in the private sector and, certainly, the professional and monetary incentives provided by the Congress in the past year.

From all appearances then, our Reserve program would seem to be at a professional peak; recruiting in fiscal year 1980 met 99 per cent of goal, retention for that same period was at 66 per cent, and our Selected Reserve is at full strength. However, to accept this at face value would be somewhat misleading.

A true perspective of the Coast Guard Reserve program must include an understanding of the responsibilities levied upon the Coast Guard Reserve in a full mobilization. Our full mobilization requirement stands at 22,000 personnel, about the same as it has been for some time. The Selected Reserve strength of 11,700, under consideration by this committee, represents over half of this levy. Of the remaining 10,300, we anticipate a potential response of 5000 to 6000 reservists from the Individual Ready Reserve. This, then, leaves us with a projected shortfall of some 5000 to 6000 personnel upon full mobilization.

In the interim, we are pursuing a number of management initiatives that will assist in maximizing effective utilization of our existing personnel resources.

Augmentation training will continue as our primary mode of training. It remains our most efficient training program, offering the best return on each dollar invested. We will, however, place increased emphasis on ensuring the relevance of augmentation training to mobilization readiness.

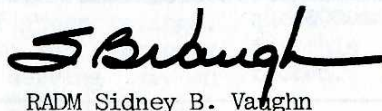
We are also pursuing improved standardization of rate and specialty training criteria. This will benefit both the Reserve program and the reservists: the Reserve program by identifying specific skill levels and qualifications within the various ratings, and the reservists by ensuring that wherever our mobile society takes them they will be assured of continued affiliation with full acceptance of documented training qualifications Reserve-wide.

In the realm of our primary consideration, mobilization readiness, we are planning an increased tempo of Reserve mobilization exercises in each of our Coast Guard districts this year. This will facilitate both a national evaluation of our mobilization procedures and a local evaluation of implementation planning.

In this same area, we are distributing a new directive to the field that will revitalize our mobilization billet manning procedures and ensure the assignment of best qualified personnel to the billets of highest priority.

Ultimately, our goal in the Coast Guard remains total mobilization preparedness. To this end, we will continue in our efforts to provide our reservists with the best possible training for their tasks and to pursue optimum utilization of these reservists in meeting our mobilization requirements.

Again, thank you for this opportunity to address you on our Coast Guard Reserve program. Your continued support is invaluable to reaching our goals.


RADM Sidney B. Vaughn

brief comments

WO selection process: the way it is

The results of the 1980 Reserve-administered Warrant Officer Examination have been released. Each candidate who participated in the examination has been informed of their performance by a profile letter from the Coast Guard Institute.

Normally the profile letter provides the candidate's standing within the group of candidates competing in one specialty (Ex: 12 of 50 candidates competing for BOS'N). For this cycle only, however, the standing provided in the profile letter is from the total group of all candidates in all the specialties.

The schedule of events for the Warrant Officer selection process follows. (See Chapter 7 of

COMDTINST M1001.26 for more details of each process.)

MARCH - APRIL

-- Commandant sets cut scores for each exam specialty.

-- Commandant forwards letters to those candidates above the cut-off, requesting all required documentation and forms to be submitted for consideration by the Selection Board.

-- Commandant forwards letters to those individuals below the cut-off, informing them that they will not be considered by the Selection Board.

JUNE - JULY

-- All documentation and forms for those candidates to be con-

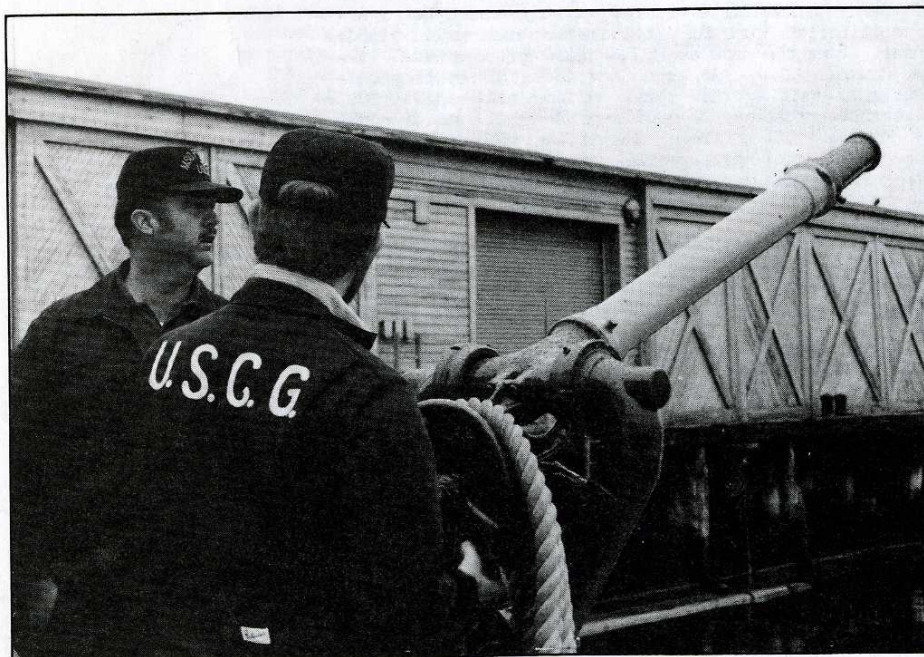
sidered, must arrive at Commandant (G-RT) by 1 June.

--Commandant (G-RT) verifies completeness of all candidates' documentation and service records.

AUGUST

--Commandant (G-RA) convenes Selection Board for Reserve Warrant Officers.

You are reminded that, each June, a Commandant Notice is issued that designates which specialties will be considered in the following December's examination. The specialties are determined by predicted attrition and program needs for the coming year.



In case of fire. . .Two reservists examine the effectiveness of the city fireboat in Portland, Maine. Over 30 members of CGRU MSO Portland and its detachment from Portsmouth, N.H., Harbor Station received instruction aboard the fireboat, piloted by reservist Jon Littlefield. Port Securitymen, Boatswain's Mates, and Fire Fighters witnessed the fireboat's waterside capabilities along docks as well as at sea. Story and photo by PA1 Barbara Hinton, USCGR.

For E-7 you need two for one

All candidates for E-7 who are planning to compete in the October 1981 Reserve-administered Servicewide Examination are reminded that they must have completed the appropriate E-6 rating correspondence course as well as the required E-7 correspondence course.

The E-6 course may have been completed at any time and is not required to be the most current course.

This requirement ensures that personnel entering the Coast Guard Reserve at the E-6 level will have completed the highest level technical non-resident course within their rating, prior to advancement to E-7.

See COMDTNOTE 1418 of 3 December 1980 for additional information, and watch for the next 1418 Notice on the October Reserve-administered Servicewide Exam, which should be out in May.

MILPAYCEN is for pay

Requests continue to arrive at the MILPAYCEN Reserve Pay Branch from Reserve units to change a member's address, withholding exemptions, training pay category, etc. These requests cannot be processed by this office. These requests and, in some cases, the Reserve Personnel Management Information Sheet (RPMIS) OG-3312A, must be submitted to Commandant (G-RA/54) before the desired results can be achieved.

The Reserve Pay Branch does not have the capability to update or change the Reserve Master Pay and Point Files. Only Commandant (G-RA) can accomplish this. Reservists are asked not to request changes (other than pay) on a Pay Adjustment Authorization (PAA) or

forward correspondence requests for changes to this office. Reserve Pay Branch does not handle these transactions and delays are encountered when Reserve Pay must forward them to the proper office.

Please remember that all requests for pay should be sent to MILPAYCEN Reserve Pay Branch. All requests for changes to the Reserve Master Pay and Point Files should be sent to Commandant (G-RA). In addition, please note that PAAs will not be processed by this office unless the Reserve Master Pay and Point Files have been updated to reflect and correspond with the action requested on the PAA.

White House number for bill signing

Do you ever wonder whether legislative measures you have read about in newspapers or magazines have become law?

The President must sign the bill as passed by both houses of Congress in order for legislation to become public law. So whether or not a bill has become law is one of the many items of information one can get for the price of a long distance phone call to the White House.

The number for this particular information is (202) 456-2226, the executive clerk's office.

EAD policies outlined in new COMDTINST

Commandant (G-PE) has recently released Commandant Instruction 1141.2D, "Recall of Inactive Duty Enlisted Coast Guard Reservists to Extended Active Duty." This instruction explains in depth the current policies governing Extended Active Duty (EAD) for reservists. All reservists presently on EAD or who are considering EAD, are encouraged to obtain a copy from their command and read it carefully. Some of the more important points concerning advancements are explained below.

Inactive duty enlisted reservists who commence an EAD period or who are considering EAD should be aware of the advancement restrictions in this status. Reservists who participate in a Reserve-administered servicewide examination and subsequently go on EAD prior to the Reserve advancement effective date, may not be authorized advancement to the higher paygrade. In such cases, Commandant (G-PE) will review each reservist's advancement multiple to ensure that the score

places them within the advancement zone on the regular promotion list for the active duty servicewide examination and will make determinations on a case by case basis when requested. Personnel in this status whose names do not appear above the cut-off on the Reserve-administered servicewide examination advancement eligibility list will not be advanced and should not request consideration for advancement.

Enlisted reservists serving on EAD are subject to all the requirements and regulations governing advancement of active duty personnel which are discussed in detail in Chapter Five of the Coast Guard Personnel Manual (CG-207). They will not be permitted to compete in the Reserve-administered servicewide advancement competition system.

Exceptions to this restriction are personnel in the Port Securityman and Firefighter ratings. Personnel in these two emergency ratings who are serving on an initial period of EAD and who wish

to participate in the Reserve-administered servicewide examination must be recommended by their active duty commanding officer. Commandant (G-PE) will determine eligibility for advancement based on the needs of the active service and the commanding officer's recommendation. The mechanics of this process are detailed in Enclosure (1) of COMDTINST 1141.2D.

Reservists who are eligible for advancement in the Coast Guard Reserve but who are not advanced as a result of serving an EAD period will normally be advanced upon release from EAD. The effective date of advancement will be the date that the reservist would have been advanced if he or she had not been on EAD. Reservists who are advanced by this means are not entitled to back pay and allowances. It is the individual reservist's responsibility to initiate a request, via the chain of command, for this advancement to be effected.

brief comments

MRN correspondence course info

All reservists should know that there is a Military Requirements Correspondence Course (MRN) requirement for advancement to E-4 through E-6, as well as a rating correspondence course requirement. (Class "A" School graduates are not required to complete the rating course for advancement to E-4.) MRN advancement requirements are listed below:

Course: For advancement to:

MRN4 ("A" School only)	
or MRN3	PO3 (E-4)
MRN2	PO2 (E-5)
MRN1	PO1 (E-6)

The MRN4 Course was specifically designed for SA/FA personnel in class "A" School, and, if completed, it satisfies the correspondence course requirement for advancement to E-3 and the MRN requirement for advancement to

E-4. Passing the MRN4 Course in Class "A" School earns the RK or RP reservist time, energy and money, by speeding up the advancement process.

Graduates of Class "A" School prior to February 1980 who did not pass their MRN4 Course while in school, may still request an MRN4 End of Course Test (EOCT) from the Coast Guard Institute. The Institute can provide the EOCT test only, not course materials.

Graduates of Class "A" School after 1 February 1980 who do not complete the MRN4 Course in Class "A" School may not take the EOCT after Class "A" School, but must complete the SN/FN Course and the MRN3 Course (see chart).

Enrollment in the MRN3, MRN2 and MRN1 correspondence courses must be requested separately from the rating correspondence courses.

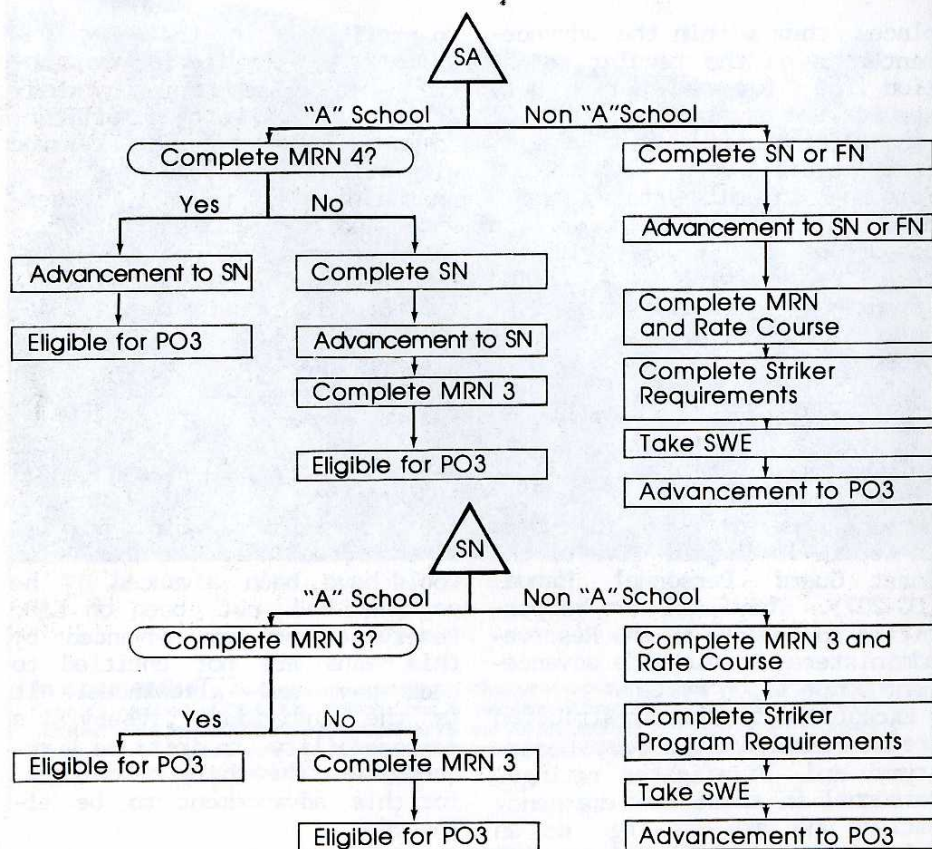
Reserve captains can be frocked

As a result of a recommendation by the 1980 Reserve Policy Board, there has been a change in policy which directly affects Reserve commanders selected for captain. Commencing immediately, captain selectees whose running mates have been promoted may be frocked. Frocking permits officers selected for captain, but not yet promoted, to wear the captain's insignia/uniform. The selectee, however, does not draw captain's pay and allowances, and is not entitled to the increased disciplinary powers under Article 15 of the UCMJ.

The district commander (r) will inform captain selectees by letter when their active duty running mates have been promoted, thus making them eligible for frocking. If frocking will create a conflict in the chain of command, the district commander (r) may delay the frocking up to twelve months.

When notified that they are eligible for frocking, the captain selectees may request to be frocked. Frocking is voluntary. The captain selectee need not be in a pay or captain's billet to be frocked. When frocked, the selectee becomes eligible to assume the title of Captain and wear the uniform of a captain. The frocked captain will then obtain a new ID card (DD Form 2 CG) for the higher grade, but will continue to use the Fitness Report form for commanders (CG-4328C). See ALDIST 106/81 for details.

For more information and/or the proper format for submitting requests for frocking, contact your district Reserve administration office.



Is your fitness report file up-to-date?

by LT Bob McElmoyle, USCGR

A review of the service records of those officers eligible for consideration by the last three officer selection boards has shown a large increase in the number of records that are missing required fitness reports.

Since officers are promoted almost solely on the information contained in their service records, of which the fitness report file is an extremely important part, we must ensure that these records are as complete as possible.

Missing reports can have an adverse affect on your opportunity for promotion. Missing reports also place an extreme administrative burden on the Reserve Administration Division staff as they attempt to locate these reports in order to present as complete as possible picture of an officer's performance to the selection/retention board.

Both the Reserve Administrative Manual (COMDTINST M1001.26) and the Coast Guard Personnel Manual (CG-207) provide details on the preparation and submission of officer fitness reports. These manuals detail the responsibilities of the officer being reported on, along with the responsibilities of the preparing, reporting and reviewing officers.

The officers being reported on, however, are the key link in the system. They begin the process by submitting the reports (completed through Block 12) to their preparing officer, and complete the cycle when they receive the Fitness Report Receipt and a copy of their report from Headquarters.

What should you do to help ensure your record is complete and up-to-date?

First: Review Chapter Six of the Reserve Administrative Manual (COMDTINST M1001.26) the next time you are at your unit. This chapter details all the procedures and responsibilities involved in the Officer Fitness Report System.

Second: Since you begin the process on all fitness reports -- keep track of what reports are required and those that are still outstanding.

Third: If you don't receive a date stamped copy of your report together with the Fitness Report Receipt from the Reserve Administration Division at Headquarters within 120 days from the ending date of the reporting period indicating the report has been filed in your record, don't assume it has been received.

This is the time to check with the appropriate officers, your district Reserve office and the Reserve Records Branch at Headquarters to see what happened to the report.

There may be a very good reason why it has not been filed in your record, but then again it may be lost -- checking never hurts.

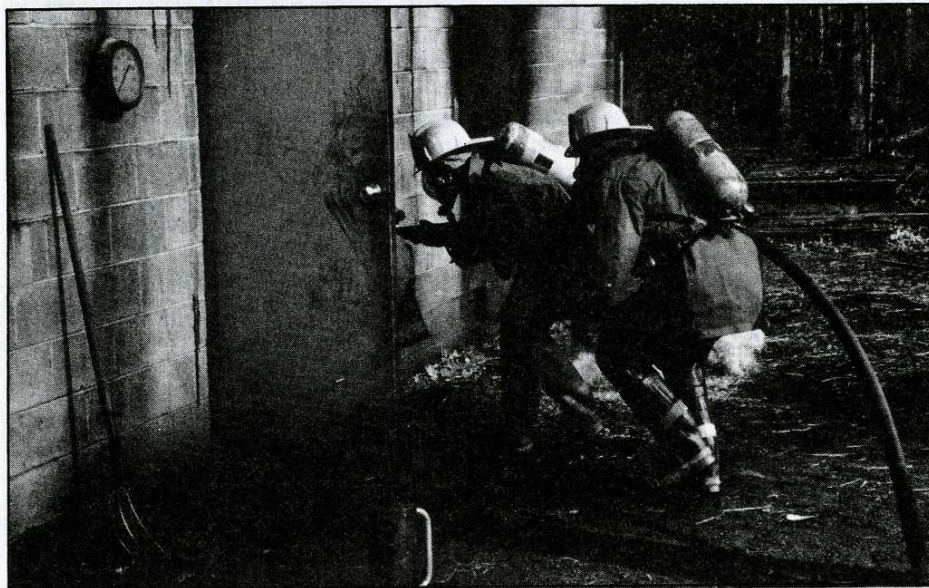
Don't wait until you are coming up for consideration for promo-

tion to check. That could be several years after the reporting period. Remember, it is your career we are talking about. You may be the one not selected because your record is not complete.

Fourth: Keep a copy of all your fitness reports. This may require a little work on your part, but the effort is worth it. If you are missing copies of your reports, write to: Commandant (G-RA-2), U.S. Coast Guard, 2100 Second St. SW, Washington, D.C., 20593.

Fifth: If you get to Washington, D.C., on business, pleasure or Reserve duty, make it a point to review your service record.

These items may not mean much to you now, but take the time to remember, it is your Reserve career we are talking about. Ensure your service record is correct. It is worth it in the long run.



And this is how you go into a fire. . . Firefighting techniques was only one of several subjects that members of CGRU 2, MSO Hampton Roads, Va., learned at an Institute Training Certification course provided by the Chesterfield Fire Department. The purpose of the 16 hour course is to develop instructors who can teach on any given subject. Such training can be utilized as an intermediary step for those individuals who have not yet been to Coast Guard Instructor Training School. Photo by PA1 Dick Wehn, USCG.

brief comments

Are you current?

As a Coast Guard reservist, you are personally responsible for your correspondence course requirements for advancement. Your training officer and commanding officer are there to assist you in achieving this, but you are ultimately responsible.

In addition to completing the appropriate course for advancement, the course you complete must be current. The currency rule is as follows:

Reservists who have fulfilled a rating course need not retake a course which has been subsequently revised if they are advanced within three years of the course completion date. However, if reservists fail to advance within three years, and a revised edition has been available for at least one year, then they must complete the current edition of the course prior to being recommended by the commanding officer.

If you are coming up to the time limit indicated above, see your training officer to ensure that the course you have already completed is the current course or to enroll in the new course if it is not.



State ESGR committees meet on Reserve issues

Chairmen and vice chairmen of State Committees for Employer Support of the Guard and Reserve recently met for two days to discuss plans and share program ideas.

State committees, located in each state and Puerto Rico, the Virgin Islands and the District of Columbia, work as volunteers with the Department of Defense to increase understanding of the National Guard and Reserve and encourage employers to adopt supportive policies toward their employees' military participation. Chairmen, vice chairmen and members are chosen for their community leadership and prominence.

Lewis Kerberg, former General Manager of the Louisville Chamber of Commerce, has been the Kentucky employer support chairman since 1978. Like other members, he sees the problem, first, as a matter of increasing awareness, and, second, as a matter of convincing employers.

"It's not a matter of getting employers to agree that support of the Guard and Reserve is important," he said. People don't want this country to be number two, and most realize that a democracy must rely on a strong Guard and Reserve. It is a matter of communicating.

"Not many realize that Reserve forces are the most economical way to maintain a strong defense. Getting high mileage out of tax dollars appeals to employers."

William H. Barndt, Executive

Vice President and Assistant to the Chairman of the Board, First Pennsylvania Bank, is deputy chairman of the Pennsylvania committee.

"There is a desire among people today to be more demonstrably patriotic, but they don't know how to," he said. "People are ready to stand up and wave the flag, and employer support of the Guard and Reserve gives them that opportunity."

John C. Stetson, National Employer Support Chairman and former Secretary of the Air Force, spoke to attendees. He emphasized the importance of employer support to the strength of national defense, pointing out that the almost 1.3 million people in the total Ready Reserve are vital to defense, but that, unfortunately, many do not reenlist because of job conflicts.

"One of the keys in strengthening our Guard and Reserve is a positive attitude of employers concerning employees who serve as citizen-military volunteers. We need employers and supervisors who not only support, but encourage members to belong."

Stetson said that most employers are conscious of the need for strong national security and sympathetic toward the needs of reservists. "They recognize also that people with military training, more often than not, are better employees and better leaders because of their training and experience."

Changes at Institute may affect you

The Coast Guard Institute makes every effort to provide Coast Guard Reserve groups, units and individuals with the tools they need to participate in the correspondence course program and complete requirements for advancement.

Every month the Institute publishes the Corresponder, which provides information on new and obsolete courses and any changes to the correspondence course program. A copy of the Corresponder is provided to each unit or group. These should be retained for reference.

During 1980, the Coast Guard Institute changed to a new system. The changes which have affected the correspondence course process have been published in the Corresponder and are now described in detail in the new Coast Guard Institute Correspondence Course Manual. Some of these are outlined below:

Enrollment

- Students may enroll in a maximum of three courses.
- MRN courses must be ordered separately from rating courses.
- End of Course Tests (EOCTs) will be sent automatically. The first EOCT will be mailed three weeks after enrollment is processed. If the student fails that EOCT, a new EOCT will be mailed.

Disenrollment

- Students will be disenrolled from a course for:

1. Satisfactory course completion
2. Failure to complete course in maximum time limit (most are 36 months)
3. Failing a series of 10 EOCTs
4. Separation from service
5. Course becomes obsolete (Coast Guard Institute will notify student's command by letter six months prior to obsolete date)
6. If your command returns an EOCT unadministered

Retirement points

- Enlisted personnel may receive credit for rate or specialty courses.
- Officers may receive credit for specialty courses only.
- For students enrolling in a course 1 July 1980 or after, the retirement point credit that may be earned is provided on the course completion letter.
- For students who have enrolled in a course prior to 1 July 1980, retirement points will not be shown or will be shown as a 0. This is due to the changes in programs at the Coast Guard Institute in July 1980. District Commanders (r) will be able to determine how many retirement points should be credited in these cases.

Remember, if you have a problem with a course, see your training officer. Individual reservists should not communicate directly with the Coast Guard Institute.

CAPT Lipscomb to succeed RADM Lively



A 30-year veteran of the Coast Guard has been selected for promotion to rear admiral in the Reserve.

CAPT James H. Lipscomb III, Commanding Officer of the Seventh District Inspection Unit, has been tapped for flag rank by a Headquarters selection board.

CAPT Lipscomb will replace Reserve RADM Olin A. Lively, of the Coast Guard Atlantic Area. RADM Lively will retire on June 30.

CAPT Lipscomb was graduated from Officer Candidate School in 1951 and served on active duty aboard cutters Androscoggin and Sweetgum.

He was released from active duty in 1953 and served with the Port Security Reserve Unit in Jacksonville. Other Reserve duties include command of the Vessel Augmentation Unit and command of the Volunteer Training Unit, both in Jacksonville, Fla., command of the Reserve Port Security Unit in Savannah, Ga., and command of the Reserve Group in Mayport, Fla.

In civilian life, CAPT Lipscomb is the Jacksonville agent for the New England Mutual Life Insurance Company of Boston.

Where's my paycheck?

by LT(jg) Sam Korson, USCGR

On or about the end of every month, the familiar cry is heard across the land: "Where's my paycheck?" In this day and age of double digit inflation, every penny counts and, although most people don't work for money alone, it is still great to see that paycheck come in.

In the 1980 Special Issue of the Reservist, we discussed some of the reasons why reservists do not get paid. This article will explain the timing of the IDT pay, from the Reserve unit to the time the nice people in Philadelphia cut the checks. Hopefully, we can clear up any distortions you might have about "when" you should receive your check.

Let's take a CG-4457 (Unit Attendance Record) through the complete process, starting at the time the unit records the drills. Regardless of when the unit has drilled, the CG-4457 must, when completed, be mailed so as to reach the Military Pay Center's Reserve Pay section (RESPAY) not later than the fifth working day (that is, the Pay Center's working days) of the month following the drills. If, for some reason, the CG-4457 does not reach RESPAY in that time span, that whole unit will not receive checks for that month, but will receive them a month later.

In any event, assuming the CG-4457 arrives on time, RESPAY takes over and does "their thing." Their thing involves keying in the drills and/or those personnel who have been written in on the CG-4457. To give you an idea of the scope of their operation, consider the following:

There are 385 Reserve units with about 11,700 drilling reservists Coast Guard wide. Most reservists perform two multiple drills per month. These have to be keyed into a SYCOR machine from which we receive the payroll tape. This works out to almost 23,500 entries per month. At

RESPAY, there are four Storekeepers (SKs) responsible for keying in the information, and this works out to about 40 hours of straight keying to get all personnel and drills into their machine.

This brings us to about the 18th of the month following the drills. The Reserve Unit Summary File is updated with all CG-4457s that have come in on time plus all drill entries. RESPAY and the Reserve Personnel Management Information System Branch (RPMIS) at Headquarters (G-RA) are now ready to join forces and enter the monthly IDT payroll battle zone. For two to four days per month, normal life at RESPAY and RPMIS halts, and our earth, rather than revolve around the sun, revolves around the payroll for some 11,000 reservists.

Four RPMIS auditors (YNs) spend many hours researching pay exceptions. This research involves Headquarters records plus calls to the respective districts. After RPMIS resolves the exception, it is called into RESPAY, which then keys the correction onto the payroll tape. This process alone keeps the eight people (the four SKs at RESPAY and the four YNs at Headquarters) busy for about seven hours per day during the payroll process.

The tape is then sent to the computer from which we get another exception report (hopefully with fewer exceptions), and then the process repeats itself. Depending on the time factor, RPMIS and RESPAY can get two to four shots at resolving payroll exceptions.

Once we hit the "D-Day" of the payroll cycle, we have done all that is possible to pay as many as possible in a remarkably short period of time.

A good example is the January 1981 IDT payroll. Due to computer problems, we received the payroll late; i.e., late as far as the cycle is concerned. As a re-

sult, we had only two days to work out 381 exceptions, of which only 52 people did not receive checks out of almost 11,000 who drilled. Over the past six months, the percentage of reservists not paid for IDT drills has averaged .62 per cent -- a little over one-half of one per cent.

Back to "D-Day." "D-Day" is approximately the 25th of the month when RESPAY sends the payroll tape to the Regional Disbursing Office (RDO) in Philadelphia. This tape is sent by Air Freight with guaranteed delivery by the next morning. RDO Philadelphia, in turn, prints and mails your checks within 24 hours after receiving the tape.

This means that the IDT paychecks are in the mail during the last week of the month, with reservists living close to Philadelphia receiving them about the 30th of the month. Of course, the farther away from Philadelphia you are, the longer it will take your check to arrive. Your check, however, should be in your hands not later than during the first week of the month following the payroll processing month.

The above describes the timing involved in processing the IDT pay. For the most part, we are on target as far as dates are concerned, especially for check mailing. Please keep in mind, however, that circumstances beyond our control can happen that would interrupt the schedule, such as mail delays, computer problems, holidays, etc. In any event, your checks will come, more often than not, on a normal basis.

Remember that your checks are for drills done in a previous month. What this means is that the check you received at the end of March/beginning of April, was for drills performed in February. In other words, IDT checks always lag one month behind when the drills were performed.

Reserve hails new chiefs

It is that time of year again. Two-hundred and four reservists have been advanced to E-7, E-8, and E-9 as a result of the October 1980 Reserve-administered Servicewide Examination.

The CPO advancement process has gone smoother this year because of greater attention to detail in completing the necessary written documentation for advancement. This included proper com-

pletion of the Record of Practical Factors Sheet (CG-3303C), proper completion of a current CPO evaluation in a rating related billet and a signed Reserve Training Agreement for E-8 and E-9 candidates.

There were still 20 candidates whose advancements had not yet been effected at press time because their advancement documentation was incomplete. If the

necessary documentation was received on schedule, their advancements will have been effected 1 April 1981. That list will appear in the next issue of the Reservist.

Listed below are the names of our new Chief Petty Officers as of 1 March 1981. To each of you, congratulations and thanks for your dedication to the Coast Guard Reserve.

RUSSEL WILLIAM LOUGHRY (Seventh)	TO AEC	DAVID MARMADUKE ALEXANDER (Third)	TO SKC	WILLIAM EDWARD GRIFFITH (Thirteenth)
RICHARD MICHAEL DAYMONT (Seventh)	TO ATC	CLINTON BRUNS (Eleventh)		CHARLES FRED HARTUN (Eleventh)
MICHAEL BEAM (Twelfth)	TO BMC	JILL ANNE EBERLE (Third)	TO SKCS	JULIETTE ESTELLE HIGH (Eighth)
JIMMY MELVIN BURNS (Fifth)		WILLIAM BYRD DAWSON (Fifth)		ARTHUR GERALD SLOANE (Twelfth)
RONALD GIFFORD CHAPMAN (First)		PAUL GEORGE FURLINGER (Thirteenth)	TO SKCM	
JAMES CLAYTON CURRY (Second)		JULIAN NELSON ROGERS (Ninth)	TO SSC	EDWARD BERNARD MINICHIELLO (First)
MICHAEL GREGORY DILLEY (Second)		HENRY MAULON COOK (Fifth)		JOHN MARTIN SHEA (Thirteenth)
MICHAEL JOHN DIMONDA (Third)		ANTONIO FLESLA (Third)		WILLIAM WINTERS (First)
RICHARD WESLING GOLDING (Second)		BROOKS BRIDGEFORD HARDING (Third)	TO SSCS	
ARTHUR ROBERT HOCH (Third)		WILLIAM JESSE HERBERT (Thirteenth)		EARL ALLEN JOHNSON (Ninth)
JOHN DAVID JENNE (First)	TO BMC	RENATO PARAGAS CERVANTES (Third)	TO FICM	
GORDON FRANCIS KINSMAN (First)			TO GMC	PHILLIP ROBERT HOKIE (Twelfth)
ROBERT PETER CARNEY (Third)		MICKEY BALLANCE (Fifth)	TO HMC	
ALBERT HENRY COTE (First)	TO BMC	FRANK CLINTON DEARNLEY (First)	TO HMC	
EDWIN WALTER HYNSON (Seventh)		GERARD JOHN BRANSFIELD (Third)	TO HMC	
JOHN PATRICK MAHONEY (First)		ARTHUR ROBERT HOGARTH (Ninth)	TO MKC	
WARREN BARNETT EIB (Fifth)	TO DCC	LESLIE WAYNE ALLEN (Second)		PAUL JOHN KACZOR (Third)
EMANUEL YANCEY FRY (Seventh)	TO DCCS	EDWARD DONALD ALLEN (First)		WALLACE FINLEY MACRITCHIE (Thirteenth)
DONALD ARTHUR FACERSTROM (Thirteenth)	TO DCCM	KENNETH GERALD BAKER (First)		EUGENE ANTHONY MAHAJEK (Second)
SAMUEL COHEN (Third)	TO DPC	RICHARD GRANT BISLAND (Third)		WALLACE HARRY MOELLER (Twelfth)
CLYDE RUFUS WEAVER (Seventh)	TO DPCS	DAVID BRACHER (Thirteenth)		EVERETT JAMES SNEAD (Fifth)
JOEL MICHAEL BLOOM (Third)	TO ETC	WILLIAM ALVIN BYARS (Fifth)		THOMAS AUGUSTUS STAATS (Third)
ARTHUR PATRICK BRISGODE (Third)	TO ETC	CHARLES RICHARD CHASE (Fifth)		GEORGE MURRAY THOMAS (Fifth)
MARVIN JEROME BRITTEN (Third)	TO ETC	ANGUS HOLLEY COOPER (Eighth)		ALLEN JOSEPH THOMAS (Seventh)
ANATOLE MICHAEL NOVELL (Third)	TO ETC	ORVILLE DAVID DE ROCHENONT (First)		WILLIAM DEAN WAGNER (Ninth)
EUGENE DONALD THOMPSON (Third)	TO ETC	WALTER EDWARD DOOLITTLE (Thirteenth)		BRUCE KENNETH WEBSTER (Third)
EDWARD ALBERT COLLINS (Second)	TO ETC	BRIAN FALLON (Ninth)		ALBERT LESTER WITZELL (Eighth)
GEORGE EDMUND SMITH (Fifth)	TO ETC	FRANK CHARLES FEEGER (Seventh)		JAMES EDWARD WICHARD (Fifth)
EARL WYMAN BLOOMFORTH (Fifth)	TO ETC	GEORGE KARL FISCHER (Third)		TIMOTHY ANDREW WITSEL (Fifth)
HARVEY LEO IRBY (Fifth)	TO ETC	GLENN IRVING GARGROW (Ninth)		JAMES LUKE WOLYNETZ (Third)
LUTHER HUBERT JENNINGS (Fifth)	TO ETC	JOHNN WILLIAM HUGHES (Eighth)	TO MKCS	
FRANK ANTHONY LONGRO (Third)	TO ETC	KERMIT ALEXANDER BEAVER (Eighth)		CLAUDE KNIGHT (First)
BOBBY MONROE MCKEE (Eighth)	TO ETC	EARL WILLIAM CASSANOVA (Thirteenth)		KENNETH RAY REED (Second)
DONALD GENE CHATELAIN (Seventh)	TO ETC	ROBERT CARL CHRISTIE (Seventh)		JOSEPH EDWARD SHORTINO (Ninth)
WILLIAM JOSEPH GUIDO (Third)	TO ETC	LAVERIE HOWARD DYCK (Seventh)		JOSEPH ARTHUR ZIMMER (Second)
JOHN ERROL MARTIN (Second)	TO FIC	JOHN RICHARD CHISM (Twelfth)	TO MKCM	
MICHAEL CURTIS MASON (Third)		TOMMY CHARLES CLARK (Twelfth)		CHARLES LEO HABERMAN (Third)
ONAS SUMTER MCKEE (Eighth)	TO FICS	NORMAND THEODORE DERAGON (First)	TO PAC	
BRUCE LEONARD MESERVEY (Third)		JOHN DENNIS HEAPHY (Ninth)	TO PACS	
MARIO MACINOVITCH (Third)	TO FICS	WILLIAM JAMES BLACKBURN (Ninth)	TO PACM	
CHARLES ESCHOL PARMER (Eighth)	TO FICS	ROGER HARVEY BOULANGER (Eighth)	TO PSC	WILLIAM BLAINE FARMER (Twelfth)
ROBERT FRANCIS PHEL (Seventh)	TO PSC	PETER FLINT BURDETT (Third)		GREGORY WILLIAM FISCHER (Second)
THOMAS PLESNARSKI (Third)		JAMES ALOYSIUS BURKE (Third)		RICHARD JOSEPH GLEASON (Third)
LOUIS JOHN POZZEBON (Eleventh)		ERNEST EDWARD CLASING (Fifth)		LIONEL THOMAS HESS (Twelfth)
VICTOR ALEXANDER PSHEVLOZKY (Twelfth)	TO PSC	ROBERT BRUCE COUNTS (Eighth)		MICHAEL THOMAS HIGGINS (Ninth)
WARREN COLEMAN BULLIS (Twelfth)		JOHN DAWN (Twelfth)		RONALD JAMES HOLLAND (Thirteenth)
WILLIAM JOHN CUNLEY (Eleventh)	TO PSCS	NICHOLAS ANTHONY DESEFANO (Third)		GREGORY ARNOLD HUBER (Second)
ROBERT DEAN KOEHLER (Third)		JOSEPH DOLDAN (Third)	TO YNC	ERIC ROY JACOBSON (Eleventh)
JOHN RAYMOND DIGMAN (Third)	TO PSCM	JOHN ROBERT BEATTY (Seventh)		RUSSELL WARREN KRIZEK (Third)
CARL LOUIS D'ENTERMONT (First)	TO PSCM	CHARLES WEEKS BENNETT (Fifth)		AUBREY EUGENE GRIFFITH (Second)
WILLIAM RICHARD GILBERT (Fifth)	TO PSCM	MARTHA FITZGERALD BICHREST (First)		DELBERT LEROY LAPPIN (Twelfth)
PURLEY GOODICK BURRILL (First)	TO PSCM	DONALD BRUCE BOYD (Seventh)		EDVINA CLAUDIA PROZ (Ninth)
ROBERT EDWARD BUCZKOWSKI (Ninth)	TO PSCM	BARBARA JEAN BROOKS (Twelfth)		FRANK CHESTER OWEN (Third)
NICHOLAS JOSEPH LIEBEL (Eighth)	TO PSCM	EDITH SPRUILL BROWN (Fifth)		LEONA KATHERINE PATRICK (Eighth)
SCOTT THURSTON BRADLEY (Second)	TO PSCM	LYNN WARKER ERICKSON (Twelfth)		DONALD LEE ROLLINGS (Eleventh)
FRANCIS CLAYTON CRAIG (Eighth)	TO PSCM	ROBERT THOMAS FERRANTE (First)		MARY HELEN TASY (Seventh)
DANIEL EDGAR KING (Second)	TO PSCM	WALTER GLENN FRIER (Eighth)	TO YNCS	JOSEPH CARL TAYLOR (Seventh)
		LORRAINE LORRETTA CAZENAVE (First)		LINDA LEE THOMPSON (Second)
		JOHN JOSEPH COLEMAN (Ninth)		FRANK HERBERT SPITTLE (Eleventh)
		RICHARD NEIL FRANKLIN (Seventh)		DAVID HENRY THOMAS (Ninth)
		DAVID ARCHIBALD INSKIP (Second)	TO YNCM	REGINALD LEE WALKINS (Fifth)

On 15 January 1981, Admiral John B. Hayes, Commandant of the U.S. Coast Guard, delivered his "State of the Coast Guard" address to the members and guests of the Washington, D.C., Chapter of the Coast Guard Officers Association. His remarks at that time were hard, yet realistic. Now, as the Coast Guard faces an uncertain future with severe budget cuts being proposed before Congress, the remarks below carry even greater significance.

Admiral John B. Hayes

State of the Coast Guard address



"The Coast Guard has an excellent reputation. It probably has fewer image problems than any of the other four military services. Its availability for all kinds of duty is pretty much taken for granted. And that, perhaps, is at the root of the Coast Guard's serious trouble today." These words are the lead-in to a series of articles which appeared last July in the *Cleveland Plain Dealer*. They summarize the state of the Coast Guard fairly accurately—excellent reputation; favorable image; availability taken for granted; serious trouble.

Last year in addressing the state of the Coast Guard, I placed the Coast Guard in the first year of a new decade—"The Decade of the Oceans." I spoke of the United States as a maritime nation and stated that the sea, its users and its guardians should be high on the list of national priorities. I am sure it came as no surprise to you when also I recognized that the arena in which we operate is characterized by scarcity and plenty—and conflict and vision. My strategies, and those of the Coast Guard, are changed little. There is an institutional process we depend on for resources; yet we continue to find ourselves at somewhat of a disadvantage when we are most needed. I remain committed to a strategy that will prevent the stripping of our capability to respond operationally, and one which will ensure that reasonable demands are placed on our people.

Throughout the last year we have tried to follow through with straightforward answers to queries about the Coast Guard. You may have seen the results of my candor in either the *Houston Post*, *New Orleans Times-Picayune*, *New York Times*, *Boston Globe*, *Cleveland Plain Dealer*, *Seattle Times*, or *U.S. News and World Report*. Some of the challenges we face have always been there, yet transition and change continue to occur.

Since November we have been engaged busily in the business of transition—bringing in a new administration and initiating many new relationships with the Congress. In the process it has been necessary for us to step back and analyze the Coast Guard anew—from our very foundation organizationally to future prospects and strategies. This work forms the basis for my remarks to you today. I will begin with the placement of the Coast Guard within the federal government.

Depending on how one focuses on Coast Guard missions, there are a number of federal government departments to which logically we could be assigned—Defense, Commerce, Justice, Interior, Treasury, Transportation, even the Environmental Protection Agency for certain purposes. But, most of these assignments would require too narrow a view of Coast Guard functions.

The rationale for establishing a Department of Transportation in 1967 was to give cabinet level direction to the development of a national transportation policy. With our operational, regulatory and many of our law enforcement functions directly related to marine transportation, the Coast Guard was an obvious candidate for inclusion in the new department. Since our transfer, the Congress has given the Coast Guard increasingly greater responsibility in marine transportation and maritime matters.

In my judgment, there are two persuasive reasons against our placement in the Department of Defense, the most obvious alternative to the Department of Transportation: first, about 90 per cent of our efforts are directly related to our peacetime functions. Only about ten per cent of our funding is aimed at military preparedness. The Coast Guard as an entirety, and entirety is a key word, plays a major role in our national security, but our individual peacetime functions would find rough sledding in competing for Department of Defense dollars. My second reason is more subtle, but to my mind even more persuasive. Unquestionably, the Coast Guard is an immediately available 39,000 plus person contingency naval force which cannot be duplicated readily. At the same time, however, we are a peacetime asset for which Department of Defense forces very often cannot be substituted. It is a fact, for example, that a Coast Guard cutter can be used in peacetime international situations, where the presence of a Navy combatant would be unnecessarily provocative. Seizure of foreign fishing vessels and foreign flag vessels carrying drugs, with concurrence of the flag state, are typical of our sensitive role. As coastal nations claim 200-mile zones of special interest, even more sensitive law enforcement situations are likely to arise. As a nation we need the flexibility that only a Coast Guard-like force can provide. With respect to location in other departments, there are similar persuasive arguments against change for the sake of change. Indeed, this past year's budget experience in the Department of Transportation suggests we will get full Departmental support if we make our case for resource shortages based on what we have learned in our current position.

"As a nation, we need the flexibility that only a Coast Guard-like force can provide."

Being a multi-mission organization, the Coast Guard always can be subject to the logic of relocation. But, our very effectiveness is based on our expertise in the field of marine transportation generally, maritime law enforcement, and the linch pin of our existence, humanitarian service. Having concluded that our appropriate location is in the Department of Transportation, let's review the character of the Coast Guard, a military operating administration in an otherwise civilian department.

I believe the Coast Guard has special skills, learned during peacetime in performing all our functions, that are transferable in time of war or national emergency. When I was a newly commissioned officer, the Coast Guard was feeling the strain of a recent war. Following World War II our chief focus was on search and rescue, the ocean station program, aids to navigation and commercial vessel safety. The 1950 Magnuson Act, coupled with an executive order, gave the Coast Guard exceptional authority for ensuring the security of U.S. ports. Today Coast Guard programs involving commercial vessel safety and port safety and security provide a comprehensive framework for safeguarding our critical ports and waterways. They also help to ensure the uninterrupted flow of supplies and materials of strategic importance, as well as cargoes vital to national interests. For example, a movement of strategic materials through a port area requires prior consultation with the Coast Guard Captain of the Port. We believe the family of Coast Guard regulatory functions provides an important opportunity to engage experts in dangerous cargo handling both to ensure public safety and to support the execution of strategic sealift requirements. In view of this I have assigned recently a Coast Guard officer to the Office of the Joint Chiefs of Staff to coordinate Coast Guard activities in peacetime planning and wartime execution, and also have made overtures to become a non-voting member of the Joint Chiefs of Staff for certain purposes.

The Coast Guard was used with significant effect in last summer's Cuban refugee crisis. Here, the Coast Guard's image as lifesavers afforded the President a military option to handle a sensitive operation without obvious armed intervention. While Coast Guard units were armed fully, the operation was recognized by the Cuban refugees, the Cuban government and the American public as official and non-threatening.

The Navy is very much aware of the unique character and capability of the Coast Guard. We are involved now in a joint Navy/Coast Guard study to review Coast Guard wartime tasking. This study, headed by the Vice Commandant of the Coast Guard and the Vice Chief of Staff of Naval Operations, will assess whether our present wartime tasking will remain valid and whether certain of our present Coast Guard peacetime missions will be continued in wartime. Some tasks, such as those associated with port safety and security, and commercial vessel safety can be expected to increase. Law enforcement patrols undoubtedly will assume additional importance as increased surveillance and protection of resources will be required. In this vein, we are assuming that the protection of our U.S. facilities operating offshore near our outer continental shelf will require added emphasis. As in the past, Coast Guard cutters, though small in numbers, probably will play a significant part in convoy protection, rescue of seamen and salvage of damaged shipping.

There is increasing awareness of the Coast Guard's capability to perform many of the functions of the Navy's former sea frontier commands. This idea has been favorably endorsed by both Commanders-in-Chief, Atlantic and Pacific Fleets. The joint study is likely to recommend greater Coast Guard involvement in Navy mission areas where we have a comparative advantage. This could include harbor defense, mine countermeasure, and naval control of shipping responsibilities.

In short, the Coast Guard is a unique national security asset which gives the President an opportunity to protect peacefully the power and influence of the United States. And yet, we have proven our ability to work quickly, quietly and efficiently with the Navy to perform services vital to national defense objectives. The fact that this capability finds full time utility in peacetime probably makes the Coast Guard the most cost-effective bargain available to the American public today.

In addition, the Coast Guard more and more is being utilized in the foreign policy area. We enjoy an international reputation for our humanitarian, law enforcement and environmental concerns and have long experience in operating the type of maritime force most smaller coastal nations need. For example, most of the islands and mainland Caribbean nations have serious economic and security problems. Some are almost defenseless against even low-level, hostile maritime intrusions. While many have declared 200-mile fisheries or economic zones, few of them have the capability to protect those zones or to exploit their economic potential. Social unrest, poverty and lack of an industrial base in many of these nations threaten their stability and internal security. This in turn could create a national security problem for the United States and clearly has in some cases already. In my visits to the Caribbean Islands and littoral states, I have found local government officials anxious to establish or improve Coast Guard-like forces. We already are helping many of them and hope to do more in the years ahead.

On a related matter, it might be useful to review the multi-mission nature of the Coast Guard, including mission priorities. Our concept of operation has proven itself over and over again as giving the taxpayer the best possible return on the dollar. With 14 operating programs, maximum utilization is obtained from any piece of capital equipment by using it to perform as many missions as are reasonably possible. This is as true for aircraft, boats and operational shore units as it is for patrolling cutters.

Under this concept, missions are accomplished according to priorities decided on a case by case basis depending on the situation. For example, a major cutter on patrol routinely conducts boarding and surveillance and provides deterrence for fisheries violations and drug smuggling. If there are no current emergencies, law enforcement is of a higher priority than search and rescue or marine environmental

protection. When an emergency arises the cutter is diverted. If diverted for search and rescue, at that instant search and rescue takes priority over the routine enforcement operations and so forth. In the event of a national emergency, our military requirements would take precedence over all others. Aircraft and operational shore units function in a similar manner. But, of course, the majority of you as active duty Coast Guard people already understand this concept. What you may not realize is that we recently have done a comparison between our total annual budget of \$1.9 billion and the benefits that accrue to the nation as a result of the Coast Guard's activities. While many of the benefits are difficult to quantify precisely, I believe that a conservative estimate of the total benefits which the nation receives annually from Coast Guard activities is on the order of \$16 billion.

"... a conservative estimate of the total benefits which the nation receives annually from the Coast Guard is on the order of \$16 billion."

In considering the 1981 appropriations for the Department of Transportation, the House Appropriations Committee said, "... the character of Coast Guard activities has changed considerably because of the termination of the ocean station program, newly defined responsibilities in marine environmental protection, expanded fisheries law enforcement activities and greater responsibilities on the Outer Continental Shelf. One response to such a situation," they said, "is to simply add more money and personnel to continue to perform the expanding responsibilities." Instead, they called for a review of Coast Guard roles and missions similar to the review completed in 1962.

In order for the Department of Transportation and the Coast Guard to provide the comprehensive approach envisioned by the Department and the Congress, the roles and missions study will distinguish between those Coast Guard missions and activities which might be eliminated, which might better be accomplished by another organization, and those performed by other agencies of the federal government which could be performed more effectively by the Coast Guard. The study would, in addition, explore any activities which might lend themselves to some form of cost recovery. Finally, the study would indicate what changes in level of resources would be required to execute the various missions.

I expect this review will take about one year to complete. We have gotten off to a running start with completion in October 1980 of the zero based personnel study. Also, the Coast Guard/Navy wartime tasking review is expected to be important in rounding out the overall review of Coast Guard functions. Having mentioned the zero based personnel study, let me explain that the study group, which included representatives of the Office of the Secretary and the Office of Management and Budget, was charged with determining the number of people necessary to fulfill each mission at specific levels and to identify the number of people necessary to support each level of operations. Perhaps it will come as no surprise to learn that the study concluded we are grossly understaffed. Results of the zero based personnel study indicate generally that:

- (1) The presently authorized military strength of the Coast Guard is inadequate to sustain the current level of operations.
- (2) To sustain the current level of operation **without** depleting resources would require an increase in military strength of almost 15,000 people.
- (3) To sustain an optimal level of operations would require nearly double our current strength.

We all know that understaffing can be corrected either by more people or by a reduction of duties. If we are not authorized more people and wish to maintain our level of service and professionalism,

we have to turn inward and wrestle with ourselves to determine whether the organization has strayed from its mandate and purpose. I feel this kind of self-audit is healthy and our roles and missions study hopefully will point out program areas where we can most effectively concentrate our efforts.

Turning to a related topic, we expect the Coast Guard Reserve to provide us with a trained manpower pool capable of meeting our personnel requirement on mobilization. Our Reserve forces are unique among Reserve components because they also have a statutory requirement to augment regular forces in times of "... serious natural or manmade disaster, accident or catastrophe..." Our reservists regularly augment active units and train alongside regular members while utilizing regular Coast Guard facilities and equipment to accomplish missions. This method of augmentation training requires additional training to meet mobilization requirements, but the system seems to work and work well. In fact, faced with personnel shortages, and in some cases a lack of experience in certain functional areas, the Coast Guard has come to rely on its Reserve component. They were invaluable to us during the recent Cuban exodus when more than 1,800 reservists provided over 21,000 man days of assistance; of that total, about 75 per cent was supplied by reservists called to duty involuntarily.

The Coast Guard Auxiliary, an organization of more than 42,000 men and women civilian volunteers, use their privately owned vessels, aircraft and radio facilities to carry out a major portion of our boating safety program. Because they are strategically located in local communities, they play a large part, too, in the recreational boating programs of many states. Our Coast Guard Auxiliary has matured into a highly effective organization.

In addition to countless individual heroics, auxiliaries have participated in a variety of water safety-oriented activities. Working closely with Coast Guard personnel, auxiliaries have won Coast Guard unit commendations for such meritorious actions as assisting with rescue work on the New England coast during a fierce winter storm, and for carrying out search and rescue work in Florida while the Coast Guard was deployed on the Cuban refugee operation. They have been cited for escort service on the Mississippi during the U.S. President's cruise on the **Delta Queen** and for their work in Tampa Bay during rescue operations following the sinking of the Coast Guard cutter **Blackthorn**. The service which the Auxiliary had given for more than four decades remains vitally important to the Coast Guard.

"... time and time again we are able to respond to situations under conditions which would cause other men and women to falter."

It would be totally uncharacteristic of me to attempt a review of the Coast Guard, and our strength as an organization, without specifically highlighting the wealth of talent and level of professionalism that I see almost daily in our people. I have touched on the multi-mission character of the Coast Guard, our increased responsibilities, the Reserve and Auxiliary and the computation of our value to the public and our nation—but, our real strength is in our people. My staff occasionally reminds me that I am repeating myself when I say our personnel are our most important resource—but I simply don't know a more precise way to account for the fact that time and time again we are able to respond to situations under conditions which would cause other men and women to falter. The "can do" spirit of the Coast Guard truly is remarkable.

Already I have referred to the many press accounts about the state of the Coast Guard. The headlines read: "The 'Can Do' Coast Guard: Running Out of Resources"; "Coast Guard Can No Longer Live Up To Proud Past"; "Coast Guard in Distress." I am certain such accounts are troubling to all of us, right down to the newest recruit. That the Coast Guard's responsibilities have increased without a commensurate increase in resources is substantiated in the General Accounting Office report published in April 1980. Comparing reports with activities such as the recent Cuban sealift, the motor vessel **Prinsendam** incident and the handling of countless other patrols, rescues and incidents raises the question: how long can we continue?

The major problem which confronts the Coast Guard today is our inability to perform all of our missions properly, either in response to the demands of the public and the Congress or in conformance with our own internally developed program standards. In some mission areas, most notably search and rescue and aids to navigation, we are performing adequately albeit not as well as we think we should. In other areas, such as enforcement of laws and treaties and commercial vessel safety, our performance leaves something to be desired. For example, there are still far too many violations of the Fisheries Conservation and Management Act, an indication that an increased law enforcement effort should be productive. In spite of record seizures in the last three months of 1980, we are stopping less than 20 per cent of the marijuana which is being smuggled into our nation by sea. Clearly, a significant increase in our effort is indicated if we wish to make smuggling by sea economically disadvantageous. We are not conducting the inspections which are required by the Outer Continental Shelf Lands Act Amendments of 1978. If we are to carry out the congressional mandate in this area, we must increase our activity. The solution to this problem is twofold: additional equipment, especially vessels and aircraft, and additional people.

Our capital plant consists of 245 cutters, 166 fixed and rotary wing aircraft, 2,050 boats, and a shore plant valued at close to \$4 billion. The major current problems are: (1) a large portion of the capital plant is overage, obsolete, and/or deteriorated, which reduces mission performance, adversely affects personnel retention, and degrades the nation's military defense posture, and (2) the Coast Guard needs 350 cutters and close to 200 aircraft to meet peacetime mission performance standards. This, in effect, would restore the Coast Guard cutter fleet to about pre-1969 levels. Not only would this enable meeting the standards, but it would improve substantially the Coast Guard's flexibility to respond to unforeseen national emergencies.

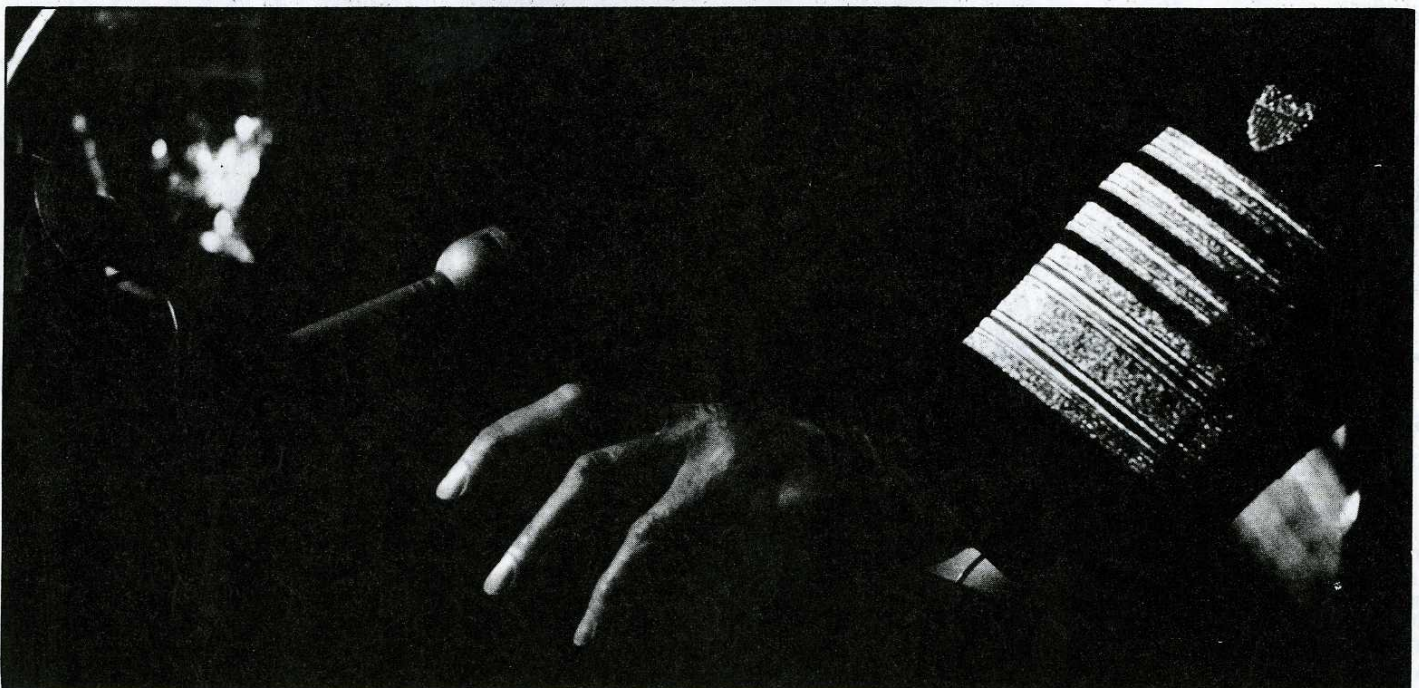
Years of underfunding have created the deficiencies of today. We have had to "consume capital" to keep operating. The backlog in

capital acquisition (AC & I) is now over \$2 billion. The 1981 AC & I budget is \$334 million—we need on the order of \$800 million per year in AC & I for ten years to eliminate the backlog and make progress toward an acceptable fleet size. In a recent survey nearly one-third of our fleet (82-ft patrol boats and larger) was not substantially ready—and only 18 per cent were fully ready. Not too long ago we were miraculously successful in rescuing all the survivors of the **Prinsendam** in the Gulf of Alaska. More recently we were not certain of our ability to get a vessel underway to respond to a major search and rescue case in the North Atlantic. Imagine the result if we had not been able to respond in the case of the **Prinsendam**.

"Years of underfunding have created the deficiencies of today. We have had to 'consume capital' to keep operating."

Service-wide, personnel retention problems continue to have an adverse affect. It generally is acknowledged that sufficient qualified men and women are recruited and that their entry level is satisfactory. However, the complexity of operations and the multitude of circumstances which may be encountered both at sea and ashore require sound judgment and experience. We currently are not successful in retaining enough of our qualified, seasoned petty officers.

We have, in the past, rank-ordered our overall funding requirements: first, operations—then maintenance and training. In recent years, however, our declining experience level has greatly increased training demands while simultaneously reducing our capability to do both maintenance and operations. As a result, our ratio of operating days to maintenance days has declined precipitously. The most obvious solution to this problem is to re-structure our requirements. This has been done and our new priority is: first, training—then maintenance and operations in that order. The result of this is that shortfalls which formerly were taken from maintenance or training will now be taken first from operations. Thus, shortages in funding levels will translate directly into reduced mission performance—which also will



underscore the reason for the shortfall: resource inadequacies.

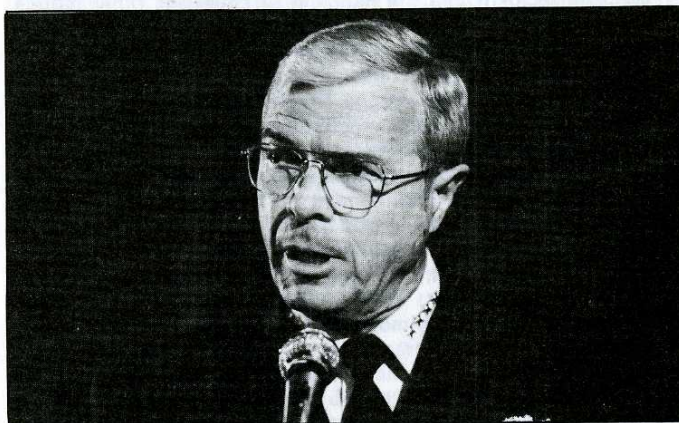
While speaking about personnel matters, let me say that I have not altered my commitment to maintain the well-being of our people. We hope to improve their "quality of life" through improving housing opportunities, improving medical and dental care for dependents, defraying exorbitant moving expenses, improving living conditions for our bachelors, and so forth. We also are hoping to provide compensation to Coast Guard personnel who are working in hazardous, arduous and especially dangerous environments. In order to stimulate recruitment and lessen the burden of our training programs, we hope to provide special incentives to qualified personnel with critical skills to join the Coast Guard. We also hope to improve the educational opportunities for our active duty personnel and certainly will continue our efforts to assure equal opportunity for all. A final aspect of our personnel-oriented legislative program deals with administration—or the way in which we do business. Among other things, we are seeking an improved officer promotion/management system, and recognition of U.S. Public Health Service physicians on active duty with the Coast Guard as members of the Armed Forces. Passage of our proposed legislative program covering those areas would provide us with a much needed and fundamental package of benefits to parallel the accepted norm within the nation's industries. We would accordingly expect to be more successful in our efforts to recruit and retain personnel.

Because we are primarily a military organization, 85 per cent of our work force, our staffing practices involve a careful mix of military and civilian personnel. Our civilian personnel are used primarily in a general but critical support role and in areas where specialization is of paramount importance. We are now over 300 civilian employees below our authorized employment level as a result of a prolonged hiring limitation, and are still on the decline. Even in good times, we have difficulty in meeting our needs in the engineering and comptroller areas. That situation has been seriously aggravated by the hiring limitation.

Actions over recent years in holding down civilian employment levels and eliminating authorized positions has drawn us down to a point that we can no longer rely on the positive spirit of our employees alone. If we are to continue to maintain a capability to respond to national or international crises, we must restore operational effectiveness and have the flexibility to provide essential support for our activities.

I remember a few years ago when "bad news/good news" anecdotes were very popular. In a sense what I have said today has both positive and negative aspects. When I was discussing the theme for today with my staff, it was proposed that I summarize who we are, our strengths and our weaknesses. You must know by now that I am an optimist. I suggested instead that we address who we are, our strengths and our opportunities. What I have told you about the state of the Coast Guard is real. The level of operations we have recently encountered has created problems for us in training and maintenance. Our people have performed superbly, but may have

suffered extended family separations and exhausting hours. And, through it all, the diversion of resources to meet priority assignments has caused a serious derogation in other mission areas. I am positive, if asked, we could meet the demands of another contingency—but, at extremely high cost. It is our ability to sustain a major operation that concerns me the most. We owe our people adequate training and an opportunity to perform the equipment maintenance we otherwise have been forced to forego. Training and maintenance represent my priorities for the near future.



Federal agencies in today's environment plan and operate within clear and valid guidelines. The competition for resources is intense. We must prepare to do more with less—and to maintain our level of service with less impact on the public at large. At the same time, I am not prepared to borrow a page from Potemkin. He was a czarist official who arranged phony villages to impress Catherine, the Great. By being straightforward and honest we have the support of the Secretary of Transportation in seeking the major increase in resources we need, beginning in fiscal year '82. Through his influence I have had the opportunity to make a personal budget appeal on behalf of the Coast Guard to the Director of the Office of Management and Budget—and recently I spent over 30 minutes discussing the state of the Coast Guard with the President.

The Coast Guard clearly is an organization with many strengths—a few weaknesses, I suppose—but many more opportunities, some of them created. My strategy for the future is aimed at making the Coast Guard a more highly tuned, responsive and forward looking organization—and is aimed at taking advantage of every opportunity to strengthen our ability to serve.

Once again, I am certain I have touched on only a relatively small percentage of the issues that face us and the goals we have established. But, I thank you for the chance to share with you some of our more important concerns and opportunities. I would be pleased to hear your reaction and to answer your questions.

Memo by Admiral
Coast Guard Says Cuts Would Sink It

Byline: Dorothy Collin, Chicago Tribune Press Service

U.S. Coast Guard Struggles in Ro

**Its Resources Are Short;
Boaters Will See Effects**

By Duncan Spencer
Washington Star Staff Writer

The United States Coast Guard, the small but salty Cinderella of the armed services, is in disarray, with neither the men nor the resources to do its job.

A General Accounting Office re-

The service's top brass acknowledges that it no longer can attract people good enough to do jobs that are increasingly technical—and the trained people it does have are leaving in unprecedented numbers because of low pay.

Because of boaters on the peake Bay will

WASHINGTON (AP) — The government blamed the captain of a Coast Guard cutter and his "novice" helmsman for the head-on collision with an oil tanker that killed 23 Coast Guardsmen in Florida's Tampa Bay.

The cala small Coas mercial v loss of life peake Bay Blackthorn — sent vessel

Skipper, 'Novice' Blamed In Fatal Collision

By ROSEMARY PURCELL
Times Staff Writer

GAO Report Says Coast Guard Is In Poor Condition

"The probable cause of this accident was the failure of the Blackthorn to keep on the proper side of the channel when meeting another vessel in a bend because the commanding officer failed to adequately supervise the actions

MOBSYSTEM

by ENS Mike Price, USCGR

Beginnings: Post World War II

Following World War II, military planners recognized that the authorized peacetime armed forces would not be adequate to meet the manpower requirements necessary for a major conflict. This realization brought about the formation of Ready Reserve forces which could augment the various services in time of war or national emergency.

Drill pay for the Coast Guard Reserve was authorized in 1950, and with this action came the need for a data processing system which could produce a phased and orderly mobilization of the Reserve forces to support the active Coast Guard in time of war or other major national emergency.

Early development: 1950-1960

In the 1950s, the mobilization data processing system was in its infancy. Most of the information in the system was manually processed; i.e., hand typing, hand sorting, and pen and paper calculations.

Later in the 1950s, the Coast Guard began to modernize its system with the introduction of various Electrical Accounting Machines (EAMs). These machines performed several useful functions (see Figure 1), and helped speed up information processing and recording at both the district and Headquarters levels.

EAM equipment was an essential supplement to the mobilization system. The Selected Reserve had expanded from a strength of less than 300 in 1950 to over 14,000 by 1960. With this growth in authorized strength came a flood of personnel data which required processing, management, and storage.

The system grows: 1960-1970

By 1960, the mobilization system had expanded into a large and complex operation (see Figure 2). The system was based on two elements: billet structure and manpower structure.

Headquarters assigned each Coast Guard district certain billets which the district was respons-

ible for manning with their Reserve personnel, should a full mobilization be ordered. District mobilization detachments (MOBDETS) were charged with matching individual reservists to billets and keeping the district mobilization data system as up-to-date as possible.

Both Headquarters and the MOBDETS maintained large files of information cards. At the Headquarters level was kept the Mobilization Billets File. This contained the authorized billets for each unit as well as district phasing requirements. Each district had three files: the current Mobilization Billet Card File, the current Mobilization Qualifications Card File, and the Pre-cut Advance Order Card File.

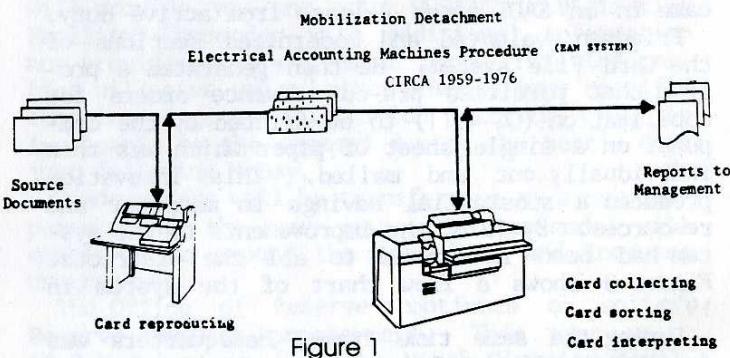


Figure 1

By 1965, the Coast Guard Ready Reserve had peaked at a peacetime high of 18,378 persons. The continual growth in the Reserve manpower structure up to that time was causing increasing strain on the mobilization data processing system. Administrative personnel for the system had not been significantly increased for several years, and, in fact, some districts reported a substantial decrease in available personnel.

To compound problems, the EAM equipment became increasingly difficult to maintain, due to obsolescence, lack of adequate repairmen, and increasing costs for spare parts and service.

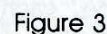
By the late 1960s, some districts had fallen a full year behind in issuing Advance Orders for Mobilization. Imagine the impact if a national emergency had been declared!

1961



In 1976, a second computer specialist was brought to Headquarters on SADT. LT Eugene Altona, recruited from the 13th District, performed the programming necessary to computer-

The complete computerization of the MOBSYSTEM



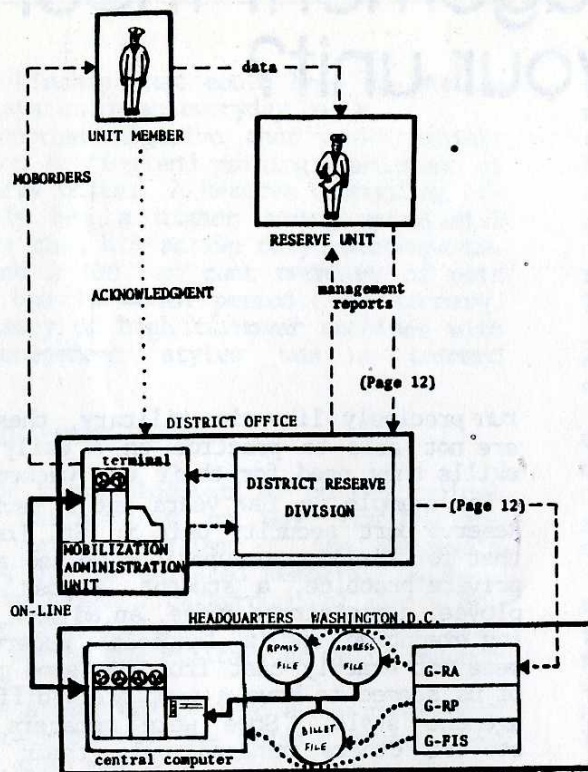


Figure 4

now needed maintenance programming. In G-FIS, John Reidinger (SKCM Reidinger on drill weekends) was assigned as programming analyst for the Office of Reserve. He was instrumental in debugging several programs in the system.

The present system: 1981

The MOBSYSTEM today is a computerized system for the accounting and processing of Reserve mobilization assignments (see Figure 4). The data base is composed of three files: the Reserve Program Management Information System (RPMIS) File, (established initially by CDR Bob Matt and LT Richard Jonson, USCGR) the Master Address File, and the Master Billet File. These files are maintained at Headquarters and provide a standard and centralized data base for processing and generating various district and Headquarters management reports.

The system's primary function is to effect an orderly call-up in the event of a full mobilization, generally in wartime. It is in this kind of emergency that the MOBSYSTEM would have direct impact on you, the reservist.

At Headquarters, management of the overall MOBSYSTEM is delegated to G-RP (Reserve Programs Division), with G-RA (Reserve Administration) and G-FIS (Information Systems) tasked with specific system maintenance responsibilities.

The system in its present form is workable and reliable. G-RP has established two major goals to further improve the system: streamlining of both computer programming and hardware, and improved communications between the various seg-

MOBSYSTEM

1980

UNIT MEMBER

1. Provide personal data to Reserve Unit.
2. Return acknowledgment of MOBORDERS to District Office.

C.O. of RESERVE UNIT

1. Use management reports from District Office and match Selected Reserve Unit members to mobilization billets.
2. Forward Matched Personnel List to District Office.
3. Forward unit member data (page 12) to District (r).

DISTRICT OFFICE

District Reserve Division:

1. Forward page 12 to COMDT (G-RA) for processing.
2. Send UTO and other management reports to Reserve Unit.

Mobilization Administration Unit:

1. Input Matched Personnel List from Reserve Unit.
2. Match IRR personnel to mobilization billets, and input list.
3. Build temporary District Personnel File in central computer (via terminal).
4. Update Billet File Listings.
5. Print MOBORDERS for Selected Reservists and IRR. Mail to Reservists.
6. Generate required management reports.
7. Generate back-up program and put it on tape.

C.G. HEADQUARTERS

- G-RA: Update RPMIS File and Master Address File.
 G-RP: Update Master Billet List in RMR.
 G-FIS: Maintain computer hardware and programming documentation.

ments in the system.

Several current projects reflect these goals. Headquarters is now in the process of redesigning the MOBORDER (CG-4911) format. The new format will provide you and your MOBFAC (Mobilization Facility) Commander with additional information not provided in the present form. This information will give you a better idea of your specific function at your mobilization site and could be invaluable to the command during the hectic days just following M-Day.

Headquarters will be transferring to a new computer within the next year. The new model will enable us to expand the data base and increase programming.

The Office of Reserve continues to solicit Reserve computer programmers. This past year, LT Bob Robertson from the Ninth District developed several computerized Readiness Reports, which have increased the ability of Headquarters to accurately monitor the status of MOBSYSTEM changes with both district offices and Headquarters divisions. This way, problems can be identified and corrected before the changes are initiated throughout the national system.

The future: beyond 1981

The future of the MOBSYSTEM is promising. Efforts to standardize and modernize the MOBSYSTEM continue. You can help by providing up-to-date information to your Reserve unit. Working together, we can envision a MOBSYSTEM "ready" to meet the challenges of the 1980s.



Modern management theory: Could it aid your unit?

by CDR Robert C. Isham, USCGR

Let's peer over the shoulders of two seasoned Coast Guard commanding officers. These fictitious, yet fairly typical officers have been busy auditing their management resources and systems for the 1980s.

First, we'll look in on a regular commander of a Coast Guard ship or station. This commanding officer finds his officer management team has been trained chiefly by the Coast Guard or Merchant Marine academies, and the Coast Guard Officer Candidate School. Each manager at the command can be expected, therefore, to be thoroughly familiar and comfortable with the classic military management system. After all, these managers were carefully taught and now practice the system on a daily basis. It's part of their style, so to speak. Under this classic style, overall direction is set at the top of the organization and tasks are executed at the lowest possible level.

Our regular commander and his team are managing personnel and materials with an efficient system that has performed well in military organizations since the Roman Legions attempted to conquer the world. That classic military system is so far down the experience curve that, after 3,000 years, most of the kinks have been worked out. Today, leadership and supervisory skills are honed through daily practice and supplemental professional training. It's a hard management system to beat!

But, now let's visit a second command. I believe you'll be able to associate with this commanding officer more quickly because this CO is a reservist. This fine fellow, when analyzing his Reserve unit management resources, finds that most of his officer managers come from a direct commission or Officer Candidate School background. There is nothing particularly wrong with that, except that diversified backgrounds indicate that not everyone will be equally experienced in the aforementioned classic management style.

Further, our typical Reserve commander is faced with managers that are generally spending ten per cent of their working hours on Coast Guard business and 90 per cent on their civilian occupation. Since most civilian organizations aren't

run precisely like the military, these managers are not able to practice on a daily basis the skills they need for their one weekend a month.

For example, a few years ago a review of our Reserve port security unit in St. Louis showed that for civilian occupations we had a lawyer in private practice, a student, a post office employee, a magistrate judge, an ad man, a purchasing executive and a landscape supervisor. We were not exactly cast from the same mold. Each of us seemed to have a completely different management style. Some were managers of large staffs. Others managed only their own time.

Yet we represented a diversity of backgrounds probably not dissimilar to that of any other Reserve unit. The main point is that we did not have the affinity in military education nor



occupational kinship that could help us utilize the classic system on an everyday basis.

There is another negative that works against good direction setting and gaining commitment at certain Reserve units. A Reserve commanding officer probably has a higher annual managerial turnover rate than his active duty counterparts. We experienced a 100 per cent turnover of unit officers in one 12 month period. In summary, the inefficiency of high turnover combined with different management styles was a command challenge.

SOMETHING OLD, SOMETHING NEW

Now none of these observations on the typical Reserve unit detracts in any way from the enthusiasm and professionalism of the Reserve's Officer Corps or its enlisted members. Rather, we've tried to stage a background of why a St. Louis Reserve unit tinkered with a classic system that has served the military so well, through so many years.

In 1978, we attempted to blend a new management theory and practice with the classic system. We started with a 60 man port security unit in St. Louis, and have since expanded to two additional units in Reserve Group Upper Mississippi River.

The theory is called Management-By-Results, or MBR for short. For those of you up-to-date on management philosophy, MBR is an evolutionary refinement of the Management-By-Objective (MBO) system popularized by Peter Druker. The purpose of the MBR system is to create a climate where the entire organization focuses on productive courses of action. The system recognizes and rewards individuals for performance by objectively using short term measures to delineate top performers from average performers. While MBO has been in practice for over 20 years throughout American industry and in many government agencies, MBR is a more modern variation.

To understand our new management system, let's start with a few definitions:

ACTIVITY -- Anything an individual does, whether productive or not.

OBJECTIVE -- Commandant's statement of what is to be done by the Coast Guard, usually long-range in direction, and often expressing an aspiration. RESULT -- Accomplishment which can be measured and has a positive effect on Coast Guard objectives.

GOAL -- Significant target which is required to be met to achieve a result. A goal must be short term and measurable over a one year period.

The problem with most direction setting is that it tends to focus on what people actually do. We call that "activity orientation." Activities are sometimes productive, sometimes not.

Filling out a monthly report is a common activity. Whether the time taken to fill out the

paperwork is worthwhile or not is a question that needs frequent asking. But since our management system purports to create a climate where the Reserve unit focuses on productive courses of action, let's forget about activities and move to another definition.

The next word in our list is objective. Let me refer you to COMDTINST 16014.1 of 22 August 1979. In this document, the Commandant sets formal objectives for the service. These objectives are statements of what the service is to accomplish over the long haul, aspirations if you will.

As these objectives filter down through the chain-of-command, senior managers develop means to accomplish them. These accomplishments are called results in the MBR vocabulary. Results then cascade from the top of their organizations down to the lowest organizational level.

You probably don't need reminding that it is at the lowest level, the grunt level, where somebody actually has to do the work that supports all the military managers. But let's not write off management as being unproductive. Have you ever seen the lowest organizational level, whether military or civilian, running off in six different directions because of a total lack of management?

Now let's look at goals. Goals can be defined as significant targets which are to be met to achieve the full results. Goals come from the bottom of the organization and move up through the chain-of-command to achieve the full results. Goals generally are of one year's duration and are easily measurable.

MBR theory says that results are accomplished by teamwork, rarely by an individual working alone. In other words, joint accountability, the teaming together of people, is an important component of the new management system. If a team has been delegated the responsibility and knows it will be measured on their performance, the stronger members will correct and discipline the weak links. A "United we stand, divided we fall" mentality begins to stimulate teamwork.

What we're after with this modern system is tight linkage from top to bottom of the organization. We don't want the troops off doing a wonderful job on a task that's not the least bit essential. If MBR is working properly, everyone from the Commandant to each Reserve unit division officer is working toward the same objective, but may be pursuing different results and goals to get there. Correlatively, every seaman should be able to understand how his or her personal efforts relate to a Coast Guard mission.

The next logical question is, "Who sets direction for the Coast Guard?" Obviously, Congress, the President of the United States and the Secretary of Transportation have something to say about our organization's direction and missions.

But for purposes of our management system, the

Commandant sets objectives for the Coast Guard. A Reserve unit commanding officer must decide how he or she can support those objectives and then writes down the results to be achieved at the unit. Unit officers propose to the CO the goals they have set for their staffs and divisions. It is in this participatory direction setting environment where commitment of all managers is solidified.

BRAVE NEW WORLD EXPOSED

Enough theory. Let's see how MBR works in the

field. Some sample entries from the FY81 work program for CGRU St. Louis A are shown below.

Note that result Number 1 is closely tied to one of the Commandant's formal objectives; i.e., "to maintain an effective, ready armed force prepared for and immediately responsive to specific tasks in time of war or emergency."

The commanding officer then sets a result to support this objective. The mobilization officer (a collateral duty) and administration officer commit to goals that support the CO's imposed result. As we've stated, the goals in Column C

FY1981 UNIT WORK PROGRAM			
(Column A) Results To Be Achieved	(Column B) Measurements	(Column C) Goals	(Column D) Joint Accountability
1. MOBILIZATION READINESS The primary mission of this unit is to maintain a ready force of men and materials for war or national emergency. This unit will achieve a C-1 readiness evaluation, and maintain a high intensity of formal training for mobilization.	1a. Off year District Readiness Evaluation.	1a. Attain a C-1 readiness score during FY1981	Commanding Officer Administration Officer Mobilization Officer
	b. Unit lesson plans, roster of class participants.	b. Formal training on mobilization will be maintained at 6 hours; new pre-mobilization legal course will be added.	Training Officer Mobilization Officer
2. TRAINING & ADVANCEMENT An integral part of readiness is the training and advancement of personnel to meet assigned UTO and improve career satisfaction among petty officers in an all volunteer force. Abundant augmentation duties, combined with infrequent all hands drill, require strong, central career planning and monitoring to insure satisfactory advancement. Improvements in correspondence course participation shall be achieved.	2a. Career development planning card; long range training plan.	2a. All personnel will be personally interviewed and records maintained up-to-date on a continuous basis. ADT school shall be requested for each man when required by 1 in 4 rule.	Executive Officer Training Officer
	b. Course completion letters.	b. 100% unit members will have courses out, and C.C. Completions $\times 100 = 60\%$ Sept. 81 on-board strength all officers will complete a minimum of 1 C.C. during year.	Training Officer All Division Officers
	c. Requests for April and October 1981 Servicewide Exams.	c. All eligible petty officers will be submitted and no requests for examination will be rejected because of insufficient data during FY1981.	Executive Officer Administration Officer
3. RETENTION AND RECRUITING The most productive manpower source to maintain UTO strength is retention of 3.4 and above petty officers. Marginal performers will be weeded out to make room for personnel of high potential especially prior service personnel. Emphasis will continue on minority recruitment.	3a. Unit Retention Rate.	3a. No. re-enlisted No. who could re-enlist $\times 100 = 80\%$ (rated 3.4 in Sept. 1981)	Executive Officer Administration Officer
	b. Unit Recruiting Report; monthly pay record; correspondence.	b. Unit will be at authorized strength and by Sept. 1981, 7 people will be waiting to fill vacancies as they occur; therefore, all deadwood (16 or more unexcused absences) will be in processing for ASP or discharge.	Commanding Officer
4. MARINE SAFETY OFFICE As a port security unit our highest priority training is augmenting the St. Louis MSO office. Flexibility in meeting MSO requirements for night harbor patrols will continue when such patrols are resumed by MSO.	4. St. Louis MSO Report.	4. Barge Boarding 225, Facility Spotchecks 450 by September 1981.	MSO Division Officer

are set by the unit officers and are therefore personally committed to.

Great care must be taken to ensure that a goal is realistic and at the same time has the proper stretch in it. Let's face it, some people set easy targets in life; others set very difficult ones. As in most things, the commanding officer has the final say in approving the goals, but should use the goal setting process to encourage juniors to set tough standards for themselves and their people.

Column B, titled "measurements," is the source of where you go to find out whether a goal was accomplished or not. Column D is the indication of which managers are responsible for the goals's accomplishment. For example, in the Number 2 result, the training officer can monitor, but not motivate, every member in the unit on correspondence course participation. The division officers must work jointly with the training officer to meet the 1981 goal in 2b.

Sometimes joint accountability is not appropriate. For example, in this unit, the CO is also the recruiting officer and chooses to be uniquely responsible for building a waiting list and getting rid of deadwood per Goal 3b. In addition, the MSO division officer doesn't need anyone to hold his hand when it comes to meeting his barge boarding and facility spotcheck performance in Goal 5.

There is another column not shown in our example. The missing column is the six or 12 month performance evaluation. This addendum allows all parties to measure performance against a particular goal. Any good management system must have a means to recognize achievement, to separate the average performer from the outstanding achiever.

In the case of Result Number 1, if this unit does not receive a C-1 evaluation, up from its current C-2, command attention and improvement are called for. Put more harshly, the three officers jointly accountable failed to attain the goal they committed to.

In addition to these three examples, this unit has results and goals for public affairs, boating safety, AtoN, district communications and Base St. Louis augmentation. Probably 10 to 12 major results represent all you can tackle in an annual work program.

DOES YOUR UNIT NEED A NEW SYSTEM?

After two years of trial, we've found the following benefits of the MBR assisted work program.

The MBR program:

1. Allows an understanding, a contract if you will, between commanding officer and subordinate officers as to what is essential, and what they will be measured on.

2. Shows a current job description for newly assigned officers.

3. Ensures more objective, qualitative comments in fitness reports.

4. Focuses unit's attention and resources on essential results, not activities.

5. Promotes understanding of and pinpoints the place of every unit member in the pursuit of Coast Guard multimissions.

6. Promotes teamwork through joint accountability and quickly identifies weak links.

7. Allows managers to formulate their own yardsticks for measurement and gains their personal commitment.

We started this article by reviewing several of the Reserve commander's typical problems. Two of these major challenges included high managerial turnover and lack of day-to-day experience with the classic military system.

The application of the MBR theory can do much to assist the Reserve commander in unit administration and can smooth out differences in individual management styles. MBR is consistent with and supplemental to the classic military management system.

Perhaps this is a good spot to state what MBR is not. The new system is not Coast Guard policy and the system probably is not needed in small, single mission Reserve units. Like any other approach to management, practice and understanding are essential. Without understanding, a work program constructed with any management system can be just unloved paperwork.

Earlier we stated that, under the classic system, overall direction is set at the top of the organization and tasks are executed at the lowest possible level. We really haven't changed things structurally. The Captain's word is still law.

The modern management theory described may, in fact, make Reserve unit managers more sensitive to the benefits of the classic military system, by focusing on the tight link between the Commandant's objective and the Reserve unit's performance.

MBR theory has worked well for this unit. We think it might work for others, too.



Operation Checkpoint mobilizes regulars, reservists

by LCDR Roger Pike, USCGR

Saturday morning arrived with steel-gray skies and occasional rain for 80 Seattle-area reservists. They had been called from a week to a month earlier and ordered to report this morning for Operation Checkpoint. Few knew exactly what to expect.

Operation Checkpoint, the Thirteenth District's first joint Regular-Reserve mobilization exercise in recent memory, was conducted over the weekend of 1 and 2 November 1980. In addition to reservists from units within Reserve Group Seattle, it also involved approximately 15 active duty personnel from Port Safety Station Seattle.

Twenty reservists reported to CGRC Seattle, where they found the Mobilization Processing Team waiting to greet them. They were processed onto active duty, their seabags were inspected, and an attorney provided them with pre-mobilization legal counseling. By noon on Saturday, they were finished, and enough data had been collected to determine the readiness of this representative sample to report for active duty, and to determine whether the Mobilization Processing Team could handle its task.

At the same time, about 60 other Seattle-area reservists were reporting to Port Safety Station Seattle for two days of intensive activity. Once there, they received an extensive briefing and were formed into teams as specified on their advance orders for mobilization. Each team had at least one active duty member.

Over the next two days, these teams faced many of the challenges they would experience in the event of an actual mobilization. Waterfront facilities had to be secured, Support Center Seattle had to be protected from ever-present intruders, merchant vessels had to be boarded, and SIVs (special interest vessels) had to be closely monitored.

Exercise participants grew accustomed to seeing smoke billowing up from inaccessible places, or suspicious-looking characters scaling a fence. The "enemy" seemed to be everywhere. At one point, a group of demonstrators in front of the Port Safety Station chanted highly uncomplimentary slogans, smoke was pouring from a nearby wharf, and unauthorized persons were seeking to gain entrance to a secured area.

Camera crews from two local TV stations were on scene during the most intensive period of the exercise, and they could hardly keep pace.

No one was bored. In fact, the exercise was planned so all participants would receive a wide variety of experiences and would be able to go home at the end of the second day with a good idea of what mobilization would be like. This was accomplished by keeping the exercise to a manageable size, and by involving a randomly selected group of reservists.

The information obtained is now being studied, and will be extrapolated to determine the readiness of the full number of reservists who would report of Port Safety Station Seattle upon mobilization.

Operation Checkpoint had three objectives: (1) to determine whether reservists were prepared to report for active duty and could be processed in a timely manner; (2) to determine if they were adequately trained to carry out their wartime assignments; and (3) to see if the receiving command could absorb a significantly expanded force and provide support for a crew several times the size of its peacetime complement. Because of the success of Operation Checkpoint in answering these questions, a similar exercise will be conducted in Portland, Oregon, in early 1981.



Seattle area reservists assist a "victim" during the firefighting phase of Operation Checkpoint. Photo by PSI Ken Flesch, Jr., USCGR.

A sense of value

by PA1 Dennis Romeo, USCGR

"We are given a sense of value -- it's not just busy work. If it were, they could have this badge back right now," PS1 Ron Peregrin states as he produces a gold badge from his jacket. Ron is speaking about his job as a Coast Guard Reserve Special Agent.

Ron's civilian occupation is a Special Agent for the Washington State Game Department. In a truly professional manner, he is markedly deliberate and confident in his choice of words.

Ron is one of more than 20 reservists who assist the 13th District's Intelligence and Law Enforcement Branch (oil).

Sitting beside Ron is his brother, PS2 Rich Peregrin. Rich is a detective with the Washington State Patrol. He is currently assigned to the state's Auto Theft Division, and, because of the nature of his work, Rich is dressed in normal business attire. After answering a few questions, Rich leans across the thin table in the back annex of a State Patrol station and concludes, "The Coast Guard allows you to feel productive. You see the productivity." A lanky State Trooper strolls in, pours a cup of coffee, and we exchange greetings.

Rich and Ron Peregrin are two of the law enforcement specialists working within a successful Reserve program aimed at matching talent, ability and expertise with the appropriate Coast Guard mission. Their special knowledge in the field of law enforcement makes them a valuable asset to the Coast Guard, which has recently stepped up its law enforcement programs. These two men and others like them bring additional expertise to the Coast Guard, enhancing its operations and lending credibility to the "One Coast Guard" concept.

The Reserve pool in (oil) works something like a personnel pool. If the need arises for assistance with an investigation, directing agents have the option of "going to the pool" to find the reservist with the most suitable qualifica-

tions to execute an effective investigation. As an added bonus, many reservists live in various parts of the 13th District, and can be deployed where needed. The result is that the immediate reach of the Seattle-based operation can be extended into other geographical areas.

State Trooper Bill Hansen is from Washington state's capitol, Olympia. Bill explains that he has been able to make his experience with the Coast Guard pay off in his regular job. Bill says his Coast Guard experience has "most definitely helped me move into the state's Narcotics Unit."

In addition to other tasks, Bill has become an expert in executing boat patrols and law enforcement boardings. His law enforcement experience is regarded as a valuable part of the Northwest's Reserve network.

Another familiar face around (oil) is Seattle Policeman PS2 John Guich. His is a unique area of specialization. As well as having over 12 years of military background, John works with the K-9 Unit of the Seattle Police Department. His "partner" is a German shepherd, affectionately named "Brie."

Commenting on his relationship with the Coast Guard, John says with a certain sense of pride, "The guys are dedicated. If you confront a problem you always get cooperation."

The agents in the Reserve program add a particular sense of continuity to the overall program. Their combined talents have resulted in an excellent track record for the 13th Coast Guard District's Office of Intelligence and Law Enforcement.

"Our relationship with the Coast Guard as reservists extends beyond a business relationship," concludes Rich Peregrin, "We work and play together." The success of this program demonstrates that the idea of "One Coast Guard" is more than a pleasant idea; it is effective and it works.

opportunities

One YN or any rating with typing ability to assist in Clinical Operations Branch, Office of Health Services, HQ, ASAP for 120 days.

Two persons able to perform general office duties, YN or SK preferred, in Boating and Liaison Division, HQ, ASAP for 120 days.

One enlisted person or warrant officer having architectural, mechanical, civil or electrical drafting experience, for Civil Engineering Branch, CCGD 1, Boston, Mass., ASAP for 120 days.

One YN, E-3 to E-6, for typing of research material in Operational Medical Division, HQ, ASAP for 120 days.

YN or any rate with typing ability as support in Publications and Directives Branch of Medical Administration Division, HQ, ASAP for 120 days.

One DP, E-4 to E-7, with experience in operating computers to support OMEGA Navigation System Operations Detail, HQ, ASAP for 60 days (shorter periods may be considered).

One SK or YN, E-3 to E-6, for clerical support, Medical Administration Division, HQ, ASAP for 120 days.

One Dental Technician, SNTD to DT1, to support Dental Clinic, HQ, ASAP for 120 days.

Four persons, E-3 to E-5, for assistance (mostly filing) in Records Maintenance Section, Reserve Administration Division, HQ, ASAP for 60-120 days.

One YN or SK, E-4 to E-6, to update RPMIS data base in Reserve Administration Division, HQ, ASAP for 120 days.

One SK or YN, E-4 to E-5, to Medical Admin. Division, HQ, ASAP for 30 days.

Two E-4 to E-6, YN or rate with admin experience, to reconvert microfiche records in Officer Personnel Division, HQ, ASAP for 120 days.

One E-3 to E-6, any rating, experience with word processor desired, to type letters, research records and prepare RPMIS forms in Reserve Admin. Division, HQ, ASAP for 120 days.

One YN2 to YNC to update Retired Affairs Support System using SYCOR 340 communications terminal, Retired Affairs Branch, HQ, ASAP for 60 days.

One E-3 to E-7, any rating, or O-1 to O-3, with experience in word processors to assemble and collect data and produce camera ready copy of training video tape catalog, Visual Services Branch, HQ, ASAP for 90 days.

Apply for SADT positions by submitting a Request for Active Duty for Training (Form CG-3453) to Commandant (G-RT) via your chain of command.

One YN, E-5 to E-6, to process awards and special services in Personnel Services Branch, CCGD 7, Miami, Fla., ASAP for 60 days.

Four persons for task force: two systems analysts and two management analysts, in Training and Education Division, HQ, May '81 for 120 days. Include resume.

One DP, E-4 to E-9, or an officer with experience in IBM computer systems, Reserve Programs Division, HQ, ASAP for 120 days.

One YNSA to YN2 or SK with typing skills, for admin duties in Budget Division, HQ, ASAP for 120 days.

One YN, E-4 to E-7, with good typing skills, ability to use word processor desired, in Ocean Engineering Division, HQ, ASAP for 90 days.

One E-4 to E-7, any rating with clerical skills, ability to use word processor desired, in Readiness Planning Branch, HQ, ASAP for 120 days.

One E-4 to E-5 with clerical skills to log and index marine casualty cases and update records of merchant seamen, Marine Investigation Division, HQ, ASAP for 120 days.

One YN E-4 to E-6, with good typing skills, to support drafter of 270' WMEC Logistical Support Plan Section VI, Training and Education Division, HQ, ASAP for 60-90 days.

The Office of Reserve is interested in receiving feedback from personnel used in support of the Cuban Refugee Operation. If you served in any way in support of the Operation, please fill out this questionnaire and mail by 30 June 1981 to:

Commandant (G-RP-51)
USCG Headquarters
Washington, D.C. 20593

You may save postage by mailing the questionnaire in government envelopes which you can obtain at your unit during a drill weekend.

Your help is appreciated. A report of the results will be included in a future issue of the Reservist.

Answer questions using the following descriptions to indicate your response.

1. Answer "1" if the statement is accurate for the entire call-up period.
2. Answer "2" if the statement is largely accurate, but there are some exceptions.
3. Answer "3" if the statement is accurate most of the time.
4. Answer "4" if the statement is the exception rather than the rule.
5. Answer "5" if the statement is completely in error; i.e., just the opposite is the case.

Questions	1	2	3	4	5
1. There was sufficient time before the recall to get my personal affairs in order.					
2. The recall caused me no difficulties with my civilian employer.					
3. The unit to which I was sent was expecting me.					
4. The duties I performed during the recall are similar to those I would perform in my mobilization billet.					
5. It was clear to me how the duty I was performing was related to the Cuban Refugee Operation.					
6. I was assigned duties which were appropriate to my rate, rating and experience level.					
7. The command to which I was assigned provided me with training useful to my advancement and Coast Guard career development.					
8. The unit to which I was sent had enough personnel to do its mission without me.					
9. I found the berthing arrangements satisfactory.					
10. The meals were well prepared, in sufficient quantity, and timely.					
11. I received the correct pay and allowances in a timely manner.					

Home district _____ District where duty performed _____

Type of recall: Voluntary _____ Involuntary _____

Officer _____ Enlisted _____

Unit assigned: Station _____ Group _____ Vessel _____ District office _____

Other (indicate) _____

Open-ended questions:

1. Has the call-up changed your attitude about the Coast Guard Reserve? If so, how?

2. General comments: (Add another page if you'd like.)

Cuban ops questionnaire

**DEPARTMENT OF TRANSPORTATION
U.S. COAST GUARD
WASHINGTON, D.C. 20593**

THIRD CLASS



OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

Reservists: Report change of address to your District (r). The Coast Guard Reservist magazine can not process address changes directly.

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z	aa	bb	NON STANDARD DISTRIBUTION
A	3		1	3		2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1							Bc: 5th(275), 1st,2nd,3rd,
B		3	15*		1	1	75	*	1	2	1	1	1	300	1	1	1		1	1									7th,8th,9th,11th(100);
C	5	3	1	3	2	1	1	1	1	1			3		1	1	1		1	1	1	1	1	1	1				12th,13th,14th,17th(50)
D	4			1			1		1	1	1	1	1	1	1		1			1	1	1		1	1	1			Bh: Cape May(275) Alameda(125)
E														3	1		1		1										One copy mailed directly to
F						1	1																						each Reservist (19.427)